

Reference Committee Staff Report



To	Infrastructure and Community Investment Committee
Subject	Asset Management Annual Review
Date	May 13, 2026
Ward	All
From	T. Reeve, P.Eng., Acting Associate Director, Corporate Asset Management
Executive Member Approval	K. Oakley, P.Eng., Acting General Manager, Infrastructure and Growth Management
CAO Approval	M. Prowse, Chief Administrative Officer
Staff Report #	IGM-006-2026

Recommendation(s):

1. That the 2026 Asset Management Annual Review, attached as Appendix A, to Staff Report IGM-006-2026 in accordance with Section 9 of O.Reg 588/17: Asset Management Planning for Municipal Infrastructure, be approved.
-

Executive Summary:

This report presents the City's Annual Review of its Asset Management Plan in accordance with Section 9 of Ontario Regulation 588/17. The review provides an update on progress in advancing the City's asset management program, identifies key factors influencing long-term performance, and outlines strategies to support sustainable service delivery.

The review confirms that the majority of the City's assets remain in acceptable condition; however, long-term infrastructure needs are expected to grow over time. This will require continued prioritization and alignment between infrastructure investment, service expectations, and available funding. The report highlights emerging pressures related to asset aging, growth, and lifecycle demands, and reinforces the importance of ongoing, risk-based decision-making.

Council approval of this report satisfies the City's requirement to complete an annual review of its Asset Management Plan. The information provided will continue to support future capital and operating budget decisions, as well as long-term financial and infrastructure planning.

Key Findings:

The City's assets remain in generally acceptable condition, with the majority in fair

or better condition. This reflects the benefits of past investment and ongoing asset management practices; however, a growing portion of the asset base is approaching the end of its service life and will require increased attention over time.

Infrastructure needs are expected to increase as assets age and the City continues to grow. While overall performance remains relatively stable, these factors are contributing to increasing lifecycle demands and will place continued pressure on capital planning and investment decisions over the long term.

Maintaining current service levels over time will require deliberate and informed decisions regarding infrastructure investment and prioritization. Long-term needs identified in the Asset Management Plan exceed current funding, and available modelling forecasts a long-term trend of asset conditions going down and backlogs growing. This reinforces the importance of risk-based decision-making and alignment between asset management and financial planning.

The City continues to strengthen its asset management program and integrate it into planning and decision-making processes. Ongoing improvements in data, condition assessments, lifecycle planning, and capital planning practices are enhancing the City's ability to make informed decisions and support sustainable service delivery over time.

Asset management supports informed decision-making by providing a long-term view of infrastructure condition, performance, and investment needs. While annual changes may appear modest, infrastructure systems evolve over decades, and differences between identified needs and planned investment levels reflect long-term funding pressures rather than immediate shortfalls. This reinforces the importance of consistent planning, ongoing prioritization, and alignment between infrastructure requirements and financial capacity over time.

Effective asset management does not eliminate difficult infrastructure decisions; it ensures they are made deliberately, transparently, and with a clear understanding of long-term impacts. Maintaining existing assets, supporting growth, and advancing service improvements all place demands on available resources, and different approaches to prioritization will result in different long-term outcomes for service levels and infrastructure performance.

Financial Implications:

There are no direct financial implications for the Corporation resulting from the proposed recommendation.

The Annual Review identifies long-term infrastructure investment needs and associated pressures related to asset aging, growth, and service level expectations. Continued alignment between infrastructure requirements and financial planning will be important to support sustainable service delivery over time.

Alternatives:

The following alternatives are available for consideration by General Committee:

Alternative #1 – General Committee could choose not to approve the Annual Review of the Asset Management Plan. This alternative is not recommended, as approval of the report fulfils the City’s requirement under Section 9 of Ontario Regulation 588/17 and supports ongoing monitoring of asset management planning and performance.

Strategic Plan Alignment:

Affordable Place to Live		
Community Safety		
Thriving Community		
Infrastructure Investments	X	This report supports the City’s commitment to fix roads that need attention and update and improve infrastructure by providing information to improve understanding of asset condition, lifecycle needs, and long-term investment requirements to support informed infrastructure planning.
Responsible Governance	X	This report supports financial stewardship and maintaining focus on core services by providing information to guide prioritization of infrastructure investment and alignment between service levels, asset management planning, and long-term financial strategies. The Annual Review also supports accountability and transparency through regular reporting on the condition and performance of the City’s assets.

Consultation and Engagement:

There was no public consultation required in relation to this staff report.

Environmental and Climate Change Impact Matters:

Asset management practices support the City’s climate change adaptation and mitigation objectives by informing long-term infrastructure planning, including the maintenance and renewal of assets that contribute to system resilience. This includes consideration of stormwater infrastructure, natural assets, and facility performance in the context of evolving climate conditions.

Environmental factors and climate change impacts continue to be considered in the planning and implementation of capital and operating programs and will be reflected in future updates to asset management plans and supporting strategies.

Appendix:

Report Author:

S. Drewette, Senior Asset Management Program Coordinator, Corporate Asset Management Department

File #:

C11

Pending #:

“Not Applicable”